



Dear General Simpson,

The achievement of the U.S. Army Reserve Recruiting Mission for Fiscal Year 1993 is an outstanding accomplishment by your Command. Your recruiters and staff are to be congratulated on a superb job in which 43,069 quality soldiers were recruited into our Troop Program Units. Your success has contributed to U.S. Army Reserve unit readiness during significant force structure changes.

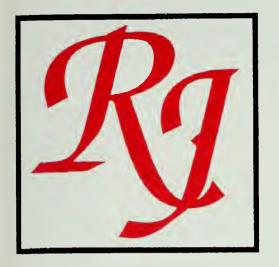
The tireless efforts of your Command and of your predecessor Major General Jack C. Wheeler, have helped to ensure a viable U.S. Army Reserve. The challenges facing the Active Army and the Army Reserve in Fiscal Year 1994 will require the continuation of the close working relationships enjoyed by our respective staffs.

Again let me thank you on a job well done.
Please express my thanks to your staff, and
especially the recruiters. Keep up the good work.

Sincerely,

Roger W. Sandler Major General, USAR Chief, Army Reserve

Major General Kenneth W. Simpson Commander, U.S. Army Recruiting Command Fort Knox, KY 40121-2726



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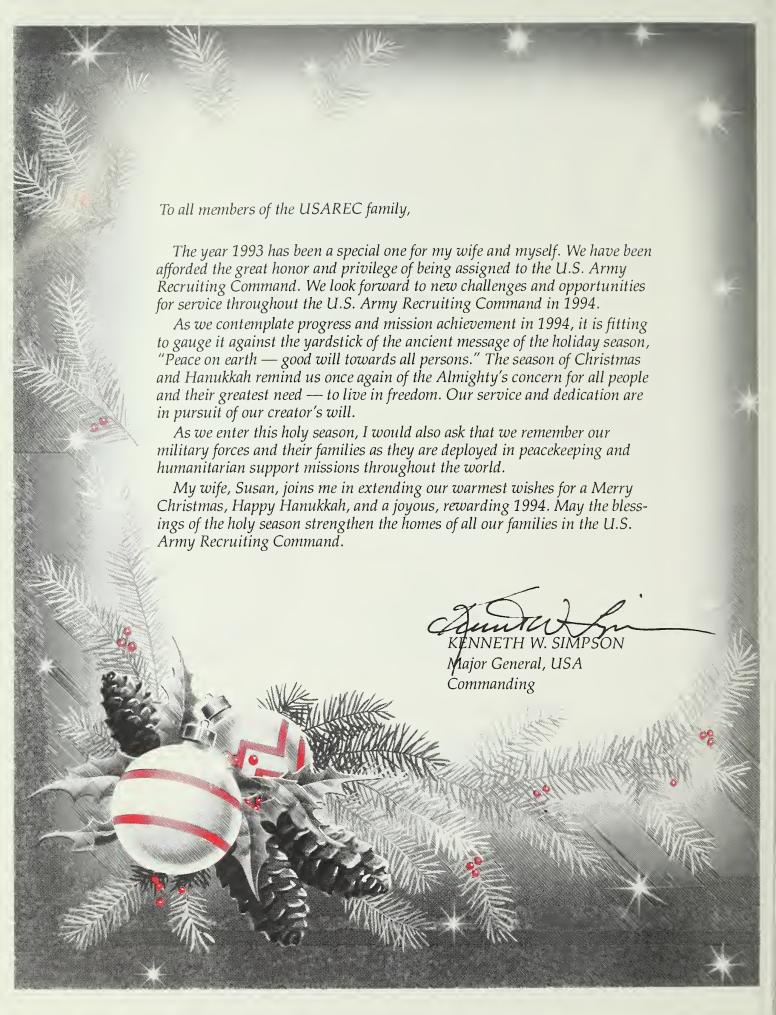
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Oops! Our apologies to SFC Stella Faulkner, who is the real author of the JOIN 3.0 article in the November issue.

inside back cover



Pre-authorization is more than a phone call

When you call your CHAM-PUS claims processing contractor to find out if a particular type of medical treatment or service is a benefit under CHAMPUS, the contractor's "yes" answer doesn't constitute advance authorization to perform the service.

Few services or treatments are pre-authorized under CHAMPUS. For the ones that do require advance authorization by the appropriate CHAMPUS contractor (such as inpatient mental heath care, or care under CHAMPUS' Program for the Handicapped), the provider of care must specifically request pre-approval. If appropriate, a written authorization will be issued by the contractor.

Even after pre-authorization, CHAMPUS claims for cost-sharing of the care must still be reviewed for patient eligibility, provider authorization, etc., before the claim can be paid. And in all cases where the care does not need pre-authorization, it can be reviewed for medical necessity even if you're told that it is a covered service.

Army News Service

CHAMPUS claims deadline has changed

■ The rules covering the deadlines for filing CHAMPUS claims recently changed. If you received civilian health care under CHAMPUS in early 1993—and haven't sent the claims in yet—you should do so right away.

As of last January 1 (that's Jan. 1, 1993), all CHAMPUS

claims must be filed with the appropriate CHAMPUS contractor no later than one year after the services are provided—or, for inpatient care, the claim must be filed within one year after the date the patient is discharged from an inpatient facilty. This means, for example, that if vou received care or services under CHAMPUS on Jan. 1, 1993 (or were discharged from an inpatient facility on that day), the claim for that care must be postmarked no later than Jan. 1, 1994.

The old rules still apply to care or services provided before the end of 1992. Claims for these services must be in the hands of the proper CHAMPUS contractor by Dec. 31 of the year after the year in which the services were provided.

If you have any questions about CHAMPUS claim filing deadlines, contact your CHAMPUS claims processor.

Army News Service



Army leases Disney Inn

Soldiers now have an Armed Forces Recreation Center in the United States — the Sunshine State, to be precise.

The Army is leasing the Disney Inn at Walt Disney World in Orlando, Fla., as an AFRC. The 288-room Disney Inn will be renamed "Shades of Green on Walt Disney World Resort."

No taxpayer dollars will be involved in this project. And

since the hotel will be completely Army-run, it must be restaffed opening up new jobs in the area. The AFRC system includes hotels in Germany, Hawaii and Korea. The system provides affordable vacation and recreation opportunities to the military's eligible patrons. "Shades of Green" is expected to open its doors to servicemembers Feb. 1. Patrons can start making reservations as early as Nov. 25; call (407) 824-3600 or fax (407) 824-3665.

Army News Service

Government travelers to get new charge card

Government travelers will soon be wielding a different kind of plastic money, when a General Services Administration - American Express agreement is implemented.

The GSA contract with Diners Club, the current government travel charge card, will expire Nov. 29. The American Express contract will begin Nov. 30.

As with Diners Club, the government American Express card covers virtually all transportation, lodging, car rental and meal expenses while on official travel, and reduces the need for substantial cash advances. It features free membership, no interest or late charges, a reduced rate for automatic teller machine cash advances and enhanced availability of travelers checks.

Eligibility for the Army charge card program is limited to soldiers holding the rank of sergeant first class and above, or civilian employees in grade GS-9 (or equivalent) and above.

Army News Service

Blueprinting

Opening the door

hat does the term "blueprinting" mean to you? Webster defines blueprinting as a carefully designed plan. In recruiting we refer to blueprinting as the gathering of any personal or general information on active and future prospects for use in telephone and face-to-face prospecting. Some recruiters define blueprinting as a meaningless collection of worthless information that takes up too much of their time. Not so!

As recruiters we gather blueprint information daily, throughout the course of our recruiting

activities. This information is collected from many different sources, such as COIs at a school (teacher, counselor, coach, etc.), friends, prospect's parents through telephone prospecting efforts, information from your DEP/DTP members regarding friends and knowledge-

able citizens in your recruiting community. There are also local publications that can be used to gather valuable blueprint information, for instance, your local and school newspapers, high school year book, ASVAB list, school folder, IRR screening list, and just about any other source that can provide you meaningful information about your prospects. Look at the wealth of information at your disposal, that requires little or no effort to obtain. With all this information available, why is it, that recruiters still just open their LRLs and dial without any plan or preparation?

Blueprinting is well worth the time. It aids in developing profiles on your prospects and helps you establish rapport when contacting new leads. Did you realize blueprinting information can help you prequalify your applicants and

save you valuable time by identifying unqualified applicants? Even though these leads still must be contacted to verify their eligibility, blue-printing could prevent needless embarrassment regarding a health or moral condition and positively cultivate a solid referral source.

Let's look at blueprinting from a different angle. Consider for a moment blueprinting as a tool. Just as the key opens the door, blueprint information opens the conversation between you and your prospect during both telephone and face-to-face prospecting. It's a proven fact, people like to hear about themselves. If you pos-

sess even the slightest bit of positive information about a person, it will enable you to gain their interest and even their respect. Your confidence level will be elevated and the prospect will be more open and cooperative. Can you now see how blueprint information will give you the upper hand when breaking the ice with new applicants?

Oh! by the way, did you realize blueprinting is an important part of your daily time management? Blueprinting is the foundation for developing your work plan. Everyday you use your work plan and improve upon it through DPR. It creates the structure that allows you the opportunity to use your time wisely and work smarter not harder.

Can you now see how important blueprinting really is? It's not the meaningless collection of worthless information some recruiters believe it to be. It is in fact a valuable recruiting resource, that can, when used properly, enhance all your other recruiting tools. Remember all things work better when they work together. Be successful and recruit with integrity.

MSG Raymond Kuklinski, USAREC Training

Blueprint information opens the conversation

Say it with a poster!

— A&PA contest deadline nears

USAREC's poster contest has captured the hidden artistic talent of the recruiters in the field. The poster contest announced in October's *Recruiter Journal* has given recruiters the opportunity to provide their input for the production of a poster to be used as an advertisement in recruiting stations.

The idea of the poster contest came about when USAREC's Advertising and Public Affairs Directorate received several calls from recruiters in the field, asking A&PA to produce a poster that symbolizes the "Positive Experiences" of an Army enlistment. Most field recruiters seem to equate the combat arms branches of the Army to a positive experience.

The intent of this contest is to augment USAREC's current inventory with an updated poster based on the what recruiters feel prospects are interested in.

The posters currently in recruiting stations represent those aspects of an Army enlistment that have statistically proven to be of the upper-most importance to prospects when considering enlistment in the Army.

The poster program provides recruiting stations with up-to-date posters that reflect the many themes that the Army feels young people can relate to. The advertising slogans that most posters reflect are also designed to convey a particular

message to further express the pictorial message of the poster. The Army's current recognizable message is "Be All That You Can Be," which has been a successful campaign theme for several years.

Posters represent a variety of themes

USAREC has also adopted the Stay in School/Stay Off Drugs campaign as part of a partnership with educators and guidance counselors.

All posters represent a wide variety of themes such as the "Civilian Career Relevance of an Army Enlistment" or "Marketable Skills" that you can acquire in the Army. The posters also try to reflect the technical training the Army provides; these skills are what corporate America seeks in qualified applicants. "Money for College" is another aspect of an Active Army enlistment that prospects and influencers take a serious interest in.

So far, USAREC has received only nine entries for the poster contest. Therefore, the deadline for entries has been extended from 1 December to 17 December to allow more time for recruiters to respond.

If you are interested in entering the poster contest please write down or draw out your concepts and send them to:

HQ USAREC

ATTN: RCAPA-PC (Poster Contest)

Fort Knox, Ky 40121-2726

POC is CPT Ward Wood, telephone (800) 223-3735, ext. 4-0748.

The winner will receive TDY to Fort Knox to take place in the phase II execution of the poster during the 3d quarter FY 94.

We would like to acknowledge and thank those recruiters who have sent in entries that will be considered for production:

SFC Bruce Barnes — HQ USAREC

SFC Richard Hopson — Milwaukee (Wis.) RS

SFC Edward McNair — Morristown (Tenn.) RS

SSG Christopher Ferreira — Woonsocket (R.I.) RS

SSG Armwood — Lexington (Ky.) RS

SSG Kenton Falerios — Lompoc (Calif.) RS

SSG Mark Sullivan — Englewood (Colo.) RS

SSG James Talley — Detroit (Mich.) RS

SGT John McCarty — Amarillo (Texas) RS

SGT Paul Plasencia — Poughkeepsie (N.Y.) RS

December 1993



The State of the Command

— The CG puts FY 93 in perspective

n terms of quality recruiting, 1993 was another good year for the command.

One of our biggest challenges in 1993 was convincing young people that we were in fact still hiring. Faced with news stories of the continuing drawdown of the military services, most young people either believed we were not hiring or that there was no longer a future in the Army. Your superb efforts in communicating our message saved the day.

Quality marks were lower than in FY 92, but still within our assigned goals. In fact, FY 93 was the third-best quality year ever — something we should also be very proud of.

In spite of shrinking resources and a harder sell, we once again accomplished the mission. This didn't happen by itself. It is a tribute to the dedication and professionalism of everyone in the command.

Reserve

The Army Reserve continued to write history in fiscal year 93. Many said that we could not get the quality marks for the Reserve as high as those for the Active Army, but we did it in FY 92 and again in FY 93. In fact, FY 93 was our second-best qual-

ity year ever. An absolutely outstanding job by our AGR recruiting force.

Special Missions

The warrant officer flight training (WOFT) candidates were the best we've ever produced and the Special Forces candidates were equally as good. super job!

The Special Forces mission was exceeded.

The Reserve technical warrant officer mission wasn't given to the field until the 2d Quarter. Considering the fact that we lost three months of possible production, 86 percent was a good showing. Our emphasis on this special mission will continue in FY 94 with the mission increased to 451.

It was also a combined mission box year for nurses for the first time in three years.

Summary of Investigations

The percentage of ESD substantiated cases has decreased from 20.6 percent in FY 88 to 11.8 percent in FY 92. This says great things about the integrity of our recruiters. Keep the recruiting integrity banner just as high or even higher in FY 94.

Regardless of the substantiation rate, the rise in allegations shows there are still perceptions of wrongdoing. Remember that you live in a "glass house." We must and will recruit with integrity. That's the only

way we will do business in this command.

Personnel Turbulence

FY 93 was a year of continuing turbulence. Several early-out programs weakened the recruiting foxholes and leadership teams. This was especially felt in the company commander ranks where vacancies still exist.

In an effort to reduce costs and meet downsizing requirements, we decided to close the Milwaukee and Albuquerque Battalions in FY 94. The territory and mission has been absorbed by neighboring battalions.

As we grow smaller, a projected 400 detailed recruiters will be offered the opportunity to return to their primary MOS. To ensure adequate time for a smooth transition, most moves will occur between December 1993 and March 1994.

Managing the Strength

An all-volunteer recruiting force is developing through the fine efforts of the Recruit the Recruiter team. We have enjoyed continued success with 384 volunteer graduates joining the ranks throughout the country this year. As the program grows, fewer detailed recruiters will be required. Exceptional performance during their TTE periods shows the value of recruiting volunteers. We've only had three TTE reliefs of the 635 volunteers for FY 92 and FY 93.

Relief processing timelines dropped dramatically in FY 93. This shows that everyone is doing their part to look out for soldiers and for the command by completing these actions quickly and efficiently.

Caring for Families

USAREC continues to make great strides in family support. The Family Advocacy Program (FAP) is being stressed, with more funding and more training for battalion commanders and family service coordinators.

A Spouse Welcome Video will be located at all battalions within the command, as well as at every ACS office Army-wide.

Additional funding is being sought from DA to allow each battalion greater opportunities for volunteer programs, as well as continuation of child care reimbursement for volunteers.

Family service coordinators have now been hired and trained for every battalion. We have begun to see the positive effects of their efforts.

An updated USAREC quality of life regulation is forthcoming. This guide will help us administer a consistent program to improve and maintain good working and living conditions for recruiters and families. No other job is quite like yours. Your unique position in the Army and in the civilian

community requires special support and consideration.

A Disaster Preparedness Plan has been provided to help with crises like Hurricane Andrew and the flood in the Midwest. The USAREC family stretches across the entire country. We will always have part of that family involved wherever natural disasters occur, and we are prepared to take care of our own.

Chaplain Support

FY 93 saw each brigade welcome its own chaplain into the command by August 1993. The close of the fiscal year found all brigade Unit Ministry Team NCOs present for duty.

The Family Advocacy Program made its debut this year. Ongoing events include development of the USAREC FAP Handbook for recruiters. USAREC and brigade chaplains have attended DAmandated Family Advocacy Staff Training. We requested and received DA funding for our FAP. The USAREC Family Advocacy Staff Training Course for brigade and battalion commanders and family service coordinators on 6-11 Feb 94 will be funded from the FAP budget and will address prevention, treatment, and referral of child and spouse abuse.

A library of books and tapes addressing aspects of child and spouse abuse was sent to brigade chaplains and family service coordinators.

Looking Ahead

Our first challenge will be to continue providing quality young people in the right numbers at the right time to the Army's training base.

TRADOC has felt the resource crunch like everyone else. The number of training seats and frequency of training classes will be reduced in FY 94. Our challenge will be not only to provide quality and volume, but to provide it when the training base can accept it. This includes the AMEDD Officer Basic Courses for our nurse candidates. Missing training seats early in the year will set us up for failure. It is extremely important that we have no last-minute DEP losses, which translate to unfilled training seats. There will be little room for adjustment. We must stay on top of training seats.

As usual, our real challenge will be in the band arena. This mission was recently increased due to more available training seats.

Army Reserve Initiatives

We are working to streamline the IRR to TPU transfer process. This should help improve our efficiency in working that portion of our prior service mission.

Beginning this year, each brigade will identify Army Reserve recruiters for assignment to the special mission of USAR Technical Warrant Officer. These recruiters will work their special mission

much like nurse recruiters currently focus on their single mission.

In the future, we hope to be able to download SASVAB scores to ARADS. Availability of the scores would provide the recruiter with valuable leads as soon as scores are determined and downloaded.

The Nurse Challenge

FY 93 was a year of challenges and success for nurse recruiting (see story on page 17). For the first time in three years, we not only met but exceeded our active duty nurse mission. Despite ongoing structure changes of Med Force 2000, we exceeded our Reserve nurse mission in FY 93. We are back on track.

In FY 94, we must focus on those strategies that brought us success in FY 93. In addition, we must exploit all opportunities in the nurse anesthesia market. This mission is critical to medical readiness—no anesthetists, no surgery.

We have begun to lay the groundwork for the smooth transition of AMEDD Procurement to Recruiting Command.

Plan for RA nurse recruiter losses in FY 94 and FY 95. We must be proactive in ensuring recruiters are placed in appropriate markets.

OCS/WOFT/Nurse Reporting Systems (OWNRS) access at the station level will positively impact commanders' ability to oversee nurse production. Nurse Recruit Applicant Processing System II (NRAPS II) will decrease application preparation time and reduce errors.

Constrained Resources

This should be no surprise. Funds will become increasingly scarce as we do our part to get the country back in sound fiscal shape.

USAREC will have less funding in FY 94. We will all have to do our part to conserve resources. We must all use our resources wisely and guard against fraud, waste, and abuse.

Everyone can help — cutting costs is every-one's business. Look around — see where you can save. No amount saved is too small.

Everyone must be a successful resource manager. Telephone usage, TDY, meals, lodging, and travel are a few areas to take a close look at cutting expenses.

With the initiation of E-mail throughout the command, use it whenever possible instead of paper and postage to help us to cut costs.

Advertising Dollars

The \$22.5 million in advertising dollars available to us at the beginning of FY 93 was insufficient. We first did what we could in-house.

The \$4.1 million reprogrammed within

USAREC resources was and will be put to good use. \$1.9 million of that paid for a TV blitz in April and May announcing the new \$30K Montgomery GI Bill/ACF amounts. An additional \$2.2 million will pay for youth TV from January through September 1994. Thanks to Army leadership support, we are on NFL and college football this fall.

A Smaller USAREC

USAREC must draw down its fair share, just like the rest of the Army. More force reductions can be expected, but we will maintain a force able to accomplish the mission.

Before reducing the foxhole strength, the cuts will come out of the headquarters and other overhead positions.

The AGR strength was hit hard with 345 cuts in FY 92-93. While there will be no cuts for FY 94, cuts for FY 95 are yet to be announced.

We must all find more efficient ways to conduct business with fewer people.

Automation Power

To improve the level of support to recruiters, new computers have been ordered to augment existing computers and to replace some older systems. Additionally we will be providing FAX machines and other automation equipment to the field.

Results of the CIM workshops will support our commitment to transition ARADS to a faster, more efficient configuration. We are working to streamline recruiter requirements and provide user friendly automation support. The CIM initiatives, Recruiting 2000, and implementation of the PROCON study results all support the future concept of a mobile, autonomous recruiter armed with easy-to-use, portable, automated tools (see story on page 10).

Training

Training Directorate continues to support the field with new programs, motivational training, and advanced sales skills. Training Focus Teams are available to help with weak areas.

Interactive video training efforts focus on individual training. The face-to-face IVD has been implemented. IVDs on telephone prospecting, DEP management, lead generation, and the schools program will be produced in FY 94.

ANCOC for recruiters will go from 8 to 11 weeks starting in January 1994. The 11-week course consists of a 5-week core and a 6-week track focusing on recruiting topics to include station commander, recruiter trainer, operations, and guidance counselor procedures. We are working the school slot and exception to policy issues.

Individual Sustainment Training (IST) identifies mission-essential, production-related tasks for

00R positions (E-7 and below). The recruiter IST was fielded in October 1992. Other ISTs will be in place by 1 January 1994, to include guidance counselor, assistant operations NCO, station commander, nurse recruiter, and senior trainer.

DEP Management

Make maximum use of the DEP. Use it as one of your primary tools. Effective management of the DEP pool will keep your DEP members interested and committed, and will provide you with quality referrals.

Inventory control is easier than inventory replacement. Manage the DEP . . . not DEP loss.

Last minute DEP losses result in lost training seats. We can't afford this. Don't let it happen. Take DEP losses when they are first identified. Don't hold them.

Communication Strategy

All of us must continue to hammer away smartly and vigorously during FY 94 with the following communications theme:

"The Army will be smaller by 1995 and because of that it will have to be the best Army in the world. However, we still need smart young Americans in our Army. In fact, we will remain the country's largest employer and we are still hiring. The soldier is a national resource — to be used for defense, in business, in education, and for society."

Our challenge is to make the public understand the importance of recruiting quality young people and to gain public support of our efforts.

As we communicate this theme, we will focus our efforts where the power and influence is: federal, state and local government, and leaders of the education, business and media communities. We need to convince those who influence public opinion.

Coalition Building

Your public affairs and education specialists, as well as civilian aides to the secretary of the Army, are in a great position to talk about the soldier as a resource, not only for defense, but also for business, education and society. Other valuable assets include senior active and Reserve commanders, faculty and students at Army schools, installation commanders and staffs, and veteran organizations and associations. Solicit their support. They can be great force multipliers to your recruiting efforts.

Don't forget the USAREC family. No one is better equipped to spread the word about our great Army, and the fact that we are hiring.

Below you see our major coalition building programs. I want to highlight just a few for you. First, we will continue to vigorously execute our Stay in School/Stay off Drugs national campaign. This is a proven winner for us, and a winner for America.

Coalition Building Blocks

- Stay in School/Stay off Drugs Campaign
- AEAN Registrations
- Army Spirit of Nursing Award
- National Convention Program
- SASVAB
- CONAP
- JROTC
- Scholar/Athlete Program
- Planning for Life Award

Second, we ask your continued help in registering local businesses in the Army Employer and Alumni Network (AEAN). This will not only help our deserving soldiers who are transitioning back into the civilian work force, but it also gains us points of entry into a community relations asset — local business leaders.

A new Army Award Program targeted at educators will solidify contact with guidance counselors. "Planning for Life" recognizes excellence in career planning and will kick off nationally and in each participating state in summer 1994. Your Education Services Specialist can give you more details.

Market Tidbits

Use the results of our market research:

- Skill training and money for college remain the top motivators for enlistment.
- Overcoming the continuing perception that the services are not hiring will remain our challenge.
- Remember that you need to sell Mom and Dad. They are still the dominant influencers.
- Emphasize the education and training opportunities available to Army nurses.

Closing Thoughts

The Army recruiting business is in your hands. NCOs put people in the Army. The rest of us applaud your hard work and notable accomplishments as we strive to support the best sales force in the world.

Simply put: As goes the Recruiting Command, so goes the Army; and as goes the Army, so goes our Nation.

We will build what recruiters will use

ecruiting 2000 is the streamlining and refin-Ing of business practices within USAREC coupled with the fielding of state-ofthe-art sales management and processing equipment. Recruiting operations will become more difficult in the future and be hindered by five threats: diminishing funds, mandated personnel cuts, reduced national and local advertising, legal restrictions on telemarketing, and the increasing importance of key influencers on an applicant's decision to enlist.

The goal of Recruiting 2000 is to provide a cost-effective process for achieving the recruiting mission. while downsizing and streamlining the recruiting force and support elements. In the Recruiting 2000 environment, an individual re-

cruiter will have the ability to prospect, sell, and sign an applicant using a laptop computer and a paperless processing system with expert forms generating software.

Expected improvements in effectiveness and efficiency include:

- Lead generation, by automating collection and maintenance of thousands of lead records, eliminating the requirement to manually record, update and maintain the records.
- Prospecting, with automated pre-call planning, dialing and applicant data collection. Using data based on previous calling history, parameters will be established to increase local prospecting efficiency.



The system will improve recruiting effectiveness, allowing tailoring of unique sales presentations using interactive text, graphics, and full motion video at any location. The system's interactive video capability will improve effectiveness.

Sales, by provid-

ing recruiters

with a

sales

tool to

assist

them in

present-

ing the

Army

story

and a high

technology

image.

portable

Processing, by reducing the paperwork burden and eliminating the need to write voluminous and redundant data onto paper forms. Fully supporting ARADS and increasing recruiter efficiency, the system will collect, store, update, transmit, and receive applicant records, leads and electronic mail from remote locations.

Recruiting 2000, at this moment in time, is a plan to provide recruiters with an automated

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system that will improve recruiter efficiency by simplifying data collection, and will increase operational efficiency by minimizing the requirement for recruiters to return to the station to complete and forward recruiting paperwork. Rather than completing enlistment paperwork at a recruiting station on paper forms, a recruiter will be able to enter all applicant personal data into the computer to prepare an enlistment packet and make a MEPS appointment and transportation arrangements while, for example, in a prospect's home.

Sound good?

Corporate Information Management

Have you ever noticed how good ideas tend to cluster? In September 1991, the United States Army Recruiting Command embarked on a journey of improvement. We called it Recruiting 2000, but along the way we also picked up a number of good ideas from business and American society — total quality management (TQM), benchmarking, and functional process improvement, to name a few.

The point is to improve the way USAREC does business, thereby ensuring a better quality of life for the entire recruiting family, saving defense dollars and making mission.

One of the related terms you may not have heard yet is Corporate Information Management, or CIM. Although its name may lead you to think so, this initiative is not about technology — it is about the improvement of business practices.

A CIM initiative, as defined by DoD, examines functional business practices of the service components and identifies process improvements that will achieve the savings anticipated by the Defense Management Review. There are several CIMs, examining various aspects of the service components, but the Recruiting CIM is the first to come to a consensus.

At the Department of Defense level, a full review of information management needs began in FY 92 and includes an evaluation of the military personnel management system. That evaluation includes the following functions:

- Accessions/Recruiting
- Education and Training
- Promotions and Performance Reporting
- Assignments
- Separations and retirements
- Management of Personnel Records
- Mobilization/Deployment
- Entitlements

While the other functions are vitally important, we at USAREC are concentrating on the first. But don't forget that this is a DoD initiative, and that the other services are also looking for similar solutions. All components recognize that specific joint opportunities exist that may improve operations and reduce costs at the DoD level.

A joint work group, involving all services, established a framework from which each individual service could examine its operations by component (see figure 1). Basically the work group established a list of tasks and activities that are basic to accessions and recruiting. It is now up to each service to examine their business practices in each area and to suggest process improvements. Inherent factors in these examinations are both policy and technology; in other words, what do we really have to do to make mission, and what tools will we have at our disposal to be successful?

Each service looked at their recruiting information systems individually (the Army's being ARADS), then met with a contractor and decided that none of their current systems will suffice to serve all needs. The Joint Work Group, under the overwatch of Mr. Dave Frager of the Office of the Secretary of Defense (Personnel and Readiness), met in September and agreed to move toward a target solution.

The Joint Work Group decided that a single system cannot work today — not without jeopardizing mission. Each service will continue migrating toward a joint system by working today to share data elements and achieve common goals. The final Joint Recruiting Information Support System (JRISS) will be designed to satisfy all legitimate recruiting data needs.

So far, so good. USAREC has already recognized the need for continual change and improvement. Since its infancy in August 1990, the Recruiting 2000 vision has focused on meeting future recruiting challenges through business process changes and increased automation efficiencies. Two in-progress projects of the Recruiting 2000 initiative are the recruiter workstation and kiosk.

Army representatives presented the Recruiting 2000 concept to the Joint Work Group, and is thus far the unofficial lead in the drive toward a joint information management solution. A joint solution to any military issue is always problematic, with each component having service-unique issues. But all the services agree that some joint systems can save DoD money and will accomplish mission. USAREC is determined to support the JRISS with the implementation of Recruiting 2000, to help recruiters be more productive while enhancing their quality of life.

PROCON

The Recruiting Operations Directorate has begun several actions to simplify the production management system. These actions included:

- Consolidating USAREC regulations one regulation will replace 15 current regulations, publications, and circulars.
- Standardizing forms and reports.
- Computerizing production management system data.

A process action team (PAT) of 11 senior NCOs and two officers was created. The team adopted the acronym PROCON for PROduction management CONcepts. PROCON is the first big leap towards Recruiting 2000.

PROCON is the computer software that will be used in Recruiting 2000. It is the production management part of Recruiting 2000 and is being developed in-house. The hardware consists of a notebook-size computer with a flip-up color monitor. Software will come loaded onto the menu-driven system that will also have built-in communications. It will eliminate:

- The manual recruiter production system.
- The 200 card box.
- Paper and pencil 200 card.
- The lead refinement list.
- The school data folder.
- The planning guide.

PROCON will be fielded as a package with Recruiting 2000 hardware and will be phased in battalion by battalion throughout the command. It is scheduled to be operational by July 1996. Four test battalions, not yet selected, will begin working with the system in August.

PROCON's purpose is to minimize time devoted to administering the production management system at all levels and to eliminate nonstandard data, definitions, and report formats.

Under the current system a few functions are automated, but recruiters do the work. Under PROCON there will be one-time data entry with no recruiter reporting requirements. The automated prospect data record is the key to the system and will provide 90 percent of production data. The operating principle of PROCON is, "Computers compute, recruiters recruit."

Recruiter Workstation

Today, the presence of an Army recruiter is taken for granted in most American communities. In the future, however, this presence will be greatly diminished by the above factors. There will be fewer recruiting stations and fewer recruiters. There will be larger recruiting areas and increased span of control.

The future recruiting mission will require recruiters to be flexible in the conduct of their efforts. Of necessity, recruiters will spend a lot of time away from the station, at trade and job fairs, visiting schools, in prospects' homes, and meeting with key influencers.

The purpose of Recruiting 2000, therefore, must include providing recruiters with a flexible system for both processing and communications.

Why individual workstations? In response to difficulties faced by recruiters today, USAREC is changing doctrine, training, and structure. Currently, the conduct of the recruiting mission is hindered by five major threats:

- Depleting funds
- Mandated personnel cuts
- Reduced national and local advertising
- Legal restrictions on telemarketing
- The increasing importance of key influencers on an applicant's decision to enlist

Without automation and communications improvements for the individual recruiter, USAREC will be unable to effectively reach America's youth and their influencers. Without these improvements, it will be impossible for USAREC recruiters to sustain sales, and administrative, logistical, operational, reporting and training requirements. And, oh, by the way, USAREC must comply with those requirements not only because they are good business practices, but also because they are mandated by federal law and DoD or DA regulation.

Under the Recruiting 2000 concept, each recruiter will require a state-of-the-art, light-weight, portable, computer-based, interactive, multimedia system with communications capability. This system will allow recruiters to move all their recruiting activities away from recruiting stations and into schools, other public areas and homes. It will function as a sales presentation and training device. It will be used by recruiters and recruiting managers to automate all data collection, processing, analysis, and transmission during each step of the recruiting process. The system will also allow interface with the current REQUEST system used to schedule training seats at TRADOC schools.

Based on current personal computer technology and the advent of digital compact disc technology, USAREC plans to use small, powerful multimedia computers as individual recruiter workstations. These systems will be able to provide full recruiter support where most recruiting occurs, that is, away from the recruiting station.

Before gathering information from the pros-	C. 7
pect for entry onto the USAREC Form 200C,	D. 9
the recruiter must	9. When should the DEP/DTP orientation be
A. Establish rapport B. Determine needs and interests	conducted?
C. Provide the prospect with Privacy Act Information	A. 7 to 10 days after enlistment
D. Prequalify	B. 3 to 10 days after enlistment
2. Telephonic police record checks may be accomplished by the	C. 72 hours to 7 days after enlistment D. Within 72 hours after enlistment
A. Recruiter of credit	10. The station commander must personally contact DEP members days prior to
B. Station commander	ship date.
C. First sergeant D. Battalion master trainer	A. 60
	B. 50
3. Who has the authority to disapprove a moral waiver?	C. 30 D. 7
A. Recruiter of credit	11. How many times should you meet face to
B. Station commander C. Company commander	face with your DEP/DTP members per month?
D. All of the above	A. Once
4. USAREC Form 988 will be initiated after ini-	B. Twice C. Three times
tial contact with a or	D. Not required
A. DEP; DTP	·
B. Referral; lead	12. Who personally has to sign the request for DEP separation?
C. VIP; COI	A. Company commander
D. DEP; HRAP	B. 1SG
5. Travel time to and from an appointment	C. DEP member
should be annotated in the planning guide. A. True	D. Bn SGM
B. False	13. The recruiter must conduct a face-to-face
	follow-up with the DEP member 3 days prior to shipping.
6. By the 28th day of February a nurse recruiter must have completed contact of	A. True
percent of May nursing school grads.	B. False
A. 30	14. When should an ANC applicant who is
B. 50	physically qualified and who has returned the
C. 75 D. 100	USAREC Form 658 be entered on OWNRS?
	A. Within 72 hours
7. How often is the DEP/DTP member required to contact his recruiter?	B. Within 3 days
	C. Within 5 days D. No specified time limit
A. Weekly B. Every 2 weeks	'
C. Monthly	15. Prior service Special Forces applicants must have a 111111 physical profile.
D. Not required	A. True
8. The command goal is to limit DEP loss to no more than percent of gross contracts.	B. False
A. 15	(The answers to this month's Test can be
B. 10	found on the inside back cover.)

December 1993

The Way I See It

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

The way I see it, nursing students who are disqualified for ROTC scholarships should be allowed to apply for the ANCP (Army Nurse Candidate Program). The current policy states that if ROTC exists on a college campus, the person is automatically ineligible for ANCP.

I think that a revision is in order. I'll cite two examples. The age criteria for both programs differ. If a person is too old for ROTC, why should she be denied the monetary benefits of ANCP?

Another is citizenship. A young lady called me recently. The school that she is presently attending has ROTC, but she is not a citizen. She's due to be sworn in any day. She only has a year and a half left in the nursing program. Since the minimum is two years for an ROTC scholarship, she won't be able to benefit unless she stays in school an additional semester beyond completion.

I understand the blanket policy, but in a few cases it seems a great injustice. Why can't these cases be reviewed and an exception to policy initiated?

The Chief of Staff writes:

Thank you for your suggestion concerning the Army Nurse Candidate Program (ANCP). As you noted, ANCP is only available to qualified nursing students who are attending a civilian educational institution that does not have a senior ROTC program. Congress intentionally included this restriction in 10 U.S.C. 2130a in order to prevent competition between the ANCP and the two-year ROTC nurse program. While an exception to policy for such cases as you cite may seem to alleviate the apparent injustices, Congress has not allowed for waivers or exceptions; therefore, the Army cannot grant them.

Due to our Memorandum of Agreement with the ROTC, the success of the ANCP program (all FY 93 seats were sold and it is anticipated that all FY 94 seats

will be filled as well), and the limited number of ANCP slots (50 nationwide) available annually, no change in the current legislation is being pursued at this time.

For your information, students who are not eligible for the ROTC program may be eligible to process for the Board for Accelerated Nurse Selection (BANS) up to one year prior to meeting all eligibility criteria.

Again, thank you for your recommendation.

SSG Priscilla Ruiz writes:

My suggestion is to provide a guide for the USAR nurses similar to the "Guide for New Soldiers," which is available to enlisted soldiers. Since USAR nurses don't attend OBC, this guide will assist newly commissioned nurses in becoming more familiar with what they will be encountering at the TPU units and will further prepare them for their first drills.

The Chief of Staff responds:

Thank you for your suggestion to provide an information guide to USAR nurse accessions. In an effort to provide information to newly selected and commissioned nurse officers, copies of "The Officer Guide" were purchased by the command in FY 93. These are to be provided to all newly commissioned nurse officers. If you have not received them, you need to request them through your chain of command. The guides have been re-ordered for FY 94 and will be distributed to the brigade nurse staff officers upon receipt.

Reserve AMEDD Officer Basic is required military training for all nurse officers. Attendance is at the earliest available date and is often the officer's first scheduled annual training.

Thanks for your suggestion!

How do you see it? Send your comments on the form on page 15.

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Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

December 1993

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How sweet it is!

— Nurse recruiting turns around in FY 93

by Kathleen Welker, RJ editor, with photos from the Recruiting Support Command

iscal year 93 saw an upswing in nurse mission accomplishment, thanks to hard-working nurse recruiters and smart ideas that increased recruiter productivity and efficiency. Processes were streamlined and changes that have been "in the works" for the past three to five years culminated in a successful FY 93 nurse recruiting mission.

"We have to have nurses to survive," said SFC Thomas G. Flemming, former nurse recruiter and currently a nurse course instructor at the Recruiting and Retention School, "and our people are doing a super job."

But in the recent past, nurse recruiting was not doing quite as well as possible, due to a variety of factors.

"Take the problems one at a time and look at them, you wouldn't have been impressed," says MSG Mike Kuzma about the decline in ef-

fectiveness of nurse recruiting in the past few years. "It was really lots of little problems that, collectively, added up to failure."

Kuzma is a former first sergeant with a nurse station and has been with the USAREC Inspector General for three years. In 1991 he participated in a six-month systemic inspection of the USAREC nurse recruiting process. The goal of the inspection was to identify those pieces of the process where change would enhance mission accomplishment. One of the areas identified was market focus, with a recommended shift back to the student nurse market.

Kuzma points out that, while it may take more time and effort to recruit a student nurse,



the payoff is fewer physical disqualifications and less paperwork for the recruiter.

"Autonomy is a big thing with working nurses, and being an Army officer offers them that autonomy," said Kuzma. "But you have to get student nurses to really think about their futures. Right now, they're just trying to get through their classes and labs; they haven't really committed to their future working environment. You have to get them to look beyond

tomorrow."

MSG Steve R.
Martinez, former nurse
recruiter and NCOIC
of HQ USAREC's
Health Services Directorate, is a hard-core
believer in the value of
student tours.

"Student tours are the best thing we have," said Martinez. "I wish we had more money for tours. We take students to both large and small military hospitals, let the students talk as much as they want to, and to any nurse they want to.



"Those Army nurses are our best advertisements; they really tell it like it is. The students get really excited, then they go back to the school and tell everyone about the tour. A good tour will get you 50 percent of your tour participants," said Martinez.

USAREC's RA nurse recruiter of the year, SFC Mary Cunningham, agrees that nurse tours are extremely productive, as are student presentations at Career Days.

"When you get to talk to a student in person, when you get to explain what the Army has to offer," said Cunningham, "then that student nurse goes away and thinks about it because it

has become personal. You have expressed an interest in that student's future."

SFC Vernon Cummings, former nurse recruiter with the Baltimore Battalion and soon-to-be first sergeant, also ascribed the current success in the nurse mission to a number of factors.

"But the most important, I think, was enhancing our credibility by refocusing on the student nurse market. That meant more face-to-face, more table days, more exhibits at conventions. I can tell you, enhancing our credibility in those ways made a difference to Baltimore Battalion, the brigade and to USAREC," said Cummings.

"NRAPS also helped, by allowing recruiters to expeditiously process their packets. It all goes into the mix — timely processing means you are more likely to get a commission."

The elimination of some paperwork and streamlining the packet process also made a difference. Packets now go from the station commander straight to the Office of the Surgeon General, rather than coming to HQ USAREC, thereby cutting out a couple of a weeks in getting packets approved.

A major change occurred when USAREC converted nurse recruiters from packet mission to commission mission.

"Now everyone is focused," said Martinez.
"Before, station level was concentrating on packet mission, while the headquarters was looking at accession mission. Commission mission turned it around, so that everyone was focused on the same thing."

"The change to commission mission means that recruiters are basically getting a sold product — someone for whom the decision process had already been made. There is an ownership on the part of the applicant. Pride and the other little intangibles take over," said Cummings.

Martinez points out that the change of market focus to student nurses came when a stu-





dent nurse substitutes for anything, and that this shift came at a good time.

"Just a couple of years ago, there was a perceived nurse shortage in this country. A student nurse could count on job offers before graduation, with options that got better

every year, to the Army's detriment," said Martinez.

COL Barbara Smith, director of Health Services at HQ USAREC, agrees.

"We had multiple problems on the active side," said Smith. "With civilian salaries going up an average of 10 percent a year, we in the military were lucky if we got 3-4 percent COLA increases. Also, the civilian sector increased its demand for registered nurses, which has always been a prime market for Army recruiting.

"Thus, as our incentives slipped, the civilian side was making great progress in the nurse market with higher salaries and great options. But things are changing now."

With the Clinton administration's focus on changing the way America provides health care, a large number of health care organizations are restructuring and reorganizing to cut costs.

Smith described current prospects for nurse employment to be changing.

"New grads are not being hired right now, and that's good for us," she said. "Students are our primary focus for the active market."

"The market has changed," said Flemming.
"New graduates are not easily finding jobs. The
Army offers what they want. We are able to
meet their needs, and our recruiters are doing a
great job of selling those points."

USAREC is now positioned well for FY 94, according to LTC Dinah Halopka, also of HQ USAREC's Health Services Directorate.

"We had the largest October Officer Basic Course in recent years, with 68 already on board [before the start of the fiscal year]," said Halopka.

"A very positive change is that leadership, at all levels, is now really involved, where nurse recruiting used to be on the back burner for them. Our leadership is really working hard to provide resources and assets — let's face it,

money — for the things we need. And that means a lot to nurse recruiters. When the leadership gets involved, they have a bigger tendency to recognize good performance, and that helps morale."

Whatever the synergistic cause, the nurse mission has turned a corner and is now well positioned for continued success. As Flemming said, "We can give all the training in the world, but the recruiters are making it happen. Now nurse recruiters have a taste of success and will continue to achieve. They know their mission is vital, and they also know their mission is achievable."

Flemming has noticed a change in nurse recruiter training at the schoolhouse.

"We've put more focus on sustainment training," said Flemming. "The Health Services Directorate (at HQ USAREC) along with the schoolhouse are working together to keep recruiters informed and prepared."

"We really are a team," says Flemming. "Even though we may fall under different divisions, we are working as a team, from the Office of the Surgeon General, headquarters, schoolhouse, battalion and brigade, to company and station. We are supporting each other, which allows us all to better support the recruiter."

Every recruiter and staff member contacted for this article agreed that it was hard work, plain and simple, that made mission in FY 93. But tweaking "the system" contributed to that hard work being more efficient and effective.



Nurse Recruiting Tips



Creativity — There are so many different ways to approach a nurse market. Be innovative; try anything different to penetrate that market. For example, 5th Brigade puts all their nurse mission in the first month of the quarter.

Info — Check the weekly Nurse Issues Update that is sent by EMS to battalions. It contains information, changes to policy and regulation, and tests for nurse recruiters.

Perseverance — The hard part is staying "up." Don't get complacent. Keep finetuning. Keep planning.

Tours — A big winner, according to all sources. But plan for the future — "Take a JUNIOR on your nurse tour. If she comes back excited, she'll sell your program for you," says MSG Steve Martinez.

BSN Schools — You've got to have a good school program or you can't make it. "Consistency in our schools program really helps us; we've had the same recruiters in our schools for a while, so the students know who to go to," says SFC Mary Cunningham, Kansas City Battalion.

NRAPS — A big plus. "Cuts out repetition and error," says SFC Joseph Bell, Oklahoma City Battalion. "That makes us more efficient." Watch out for NRAPS II, the sequel.

Reserve — A Reserve nurse is an asset to a civilian hospital because that nurse is receiving valuable training at the Army's expense.

BSO — Use your battalion staff officer to talk to nurses and students who really want to know what the Army is like. Get that exposure; get your nurse counselors in the schools to talk with credibility about Army nursing.

Basic Skills — "Work your schools; that's the foundation of your success. Get referrals through your TPUs, and get other recruiters working for you," says SFC Larry Stuhlmiller, 6th Brigade Nurse Detachment.

Recognition rewards

Beyond the ring

by Pearl Ingram, RJ staff

he phrase, "the all-volunteer Army won't work," was heard many times during the mid and late 1970s. Now, after 20 years of successful all-volunteer recruiting, and with the opening of the new Recruiting Command Headquarters building next year, a Hall of Fame will honor some of those who helped make it work.

"There has to be a place for those soldiers, retirees, and civilians, who had a lot to do with the way the volunteer Army turned out," said CSM Ernest H. Hickle, "those who gave more in support of the Recruiting Command, not only in production but in mentoring, community relations, and contributions to this Command's overall success, whether or not they wore a uniform. I would like to see the first inductees to the Hall of Fame be those individuals who contributed to this Command when we were trying to get on our feet."

Criteria for selection to the Hall of Fame

"There are no set criteria per se for selection to the Hall of Fame," said SFC Michael G. Ayers, project officer, HQ USAREC Plans and Policy Division, "other than outstanding contributions to USAREC. Brigade commanders and command sergeant majors will be nominating these folks."

The first board for selection of an inductee for the Hall of Fame is tentatively planned as part of the annual awards board in 1994. Active duty, Reserve, retirees, and civilians can be nominated. The USAREC command sergeant major will be president of the board, with brigade command sergeants major as board members.

"Initially, we planned to limit nominations to NCOs who are 00R and have served in USAREC for a minimum of 10 years. We relooked and decided it should be available to active duty, retirees, and civilians," said Ayers.

Each brigade will be allowed to submit five nominations yearly, and the USAREC commanding general and command sergeant major will be allowed another five nominations. As many as 15 inductees will be selected the first year and thereafter up to five inductees will be selected by the board.

"There will be a display introducing the Hall of Fame in the main entrance of the new USAREC headquarters building," said Ayers.

Inductees will attend an induction ceremony at the headquarters and an 8-by-10 framed color photograph with a biography will be displayed along the first floor hallway. The Hall of Fame member will be presented a Recruiter Hall of Fame Membership Plaque and certificate. The first induction ceremony will be coordinated with the opening of the new building.



The Glen E. Morrell Medallion of Recruiting Excellence

In addition to the Hall of Fame, for those recruiters who already have their ring, points are being accumulated for a higher award. Starting in October, battalion award clerks began accumulation of points for the Glen E. Morrell Medallion of Recruiting Excellence. Different from the Hall of Fame, which has no set criteria, the medallion is awarded by accumulating 2,400 points after the award of the ring.

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"Forty to 50 percent of the recruiters have a ring," said Hickle. "There is a need to go one step beyond the recruiter ring to reward those people who are still over-producing for us."

After getting input from senior NCOs in the field, a working group was formed at USAREC. The suggestions were reviewed and selections presented to Hickle and MG Kenneth W. Simpson, USAREC commanding general. The result was the Glen E. Morrell Medallion of Recruiting Excellence.

Who is CSM Morrell?

"A lot of the older sergeants will remember SMA Morrell, but the younger recruiters probably will not," said Ayers. Morrell became the USAREC command sergeant major October 1981 and in July 1983 was sworn in as the seventh Sergeant Major of the Army. Prior to coming to USAREC, he served with the 82d Airborne Division, and the 7th and 8th Special Forces Group. In 1977, at the age of 41, he was honor graduate of the Ranger School at Fort Benning, Ga.

During the early 80s, when Morrell was the USAREC command sergeant major, "We were just turning the corner in the all-volunteer Army," said Hickle. "We were getting into quality markets and could see success on the horizon."

Morrell has always gone out of his way to support recruiting—as command sergeant major of USAREC, Sergeant Major of the Army, and now in retirement, as a guest speaker.

"He loves recruiters and what they do."

"It's only right to name an award after a man who stands for professionalism, integrity, and duty," said Hickle.

Unlike the gold badge and ring, there is no set time period within which recruiters can earn the 2,400 points for the medallion. The Glen E. Morrell Medallion will be the ultimate recruiting incentive award and is authorized for wear at USAREC formal functions.

The Hall of Fame and the Glen E. Morrell Medallion have been designated to give recruiters and other outstanding personnel of the Recruiting Command recognition for years of dedication, hard work, and success in building America's Army.

Design ideas wanted

The Armor Branch has the Order of St. George Medallion, the Artillery Branch has the Order of St. Barbara Medallion, and soon recruiters will have the Glen E. Morrell Medallion of Recruiting Excellence.



The design of the new medallion is under development. It will be approximately 3 and 1/2 inches in diameter and suspended from a 2-inch wide ribbon.

Personnel are encouraged to contribute their design suggestions for the Glen E. Morrell Medallion of Recruiting Excellence by sending their design idea or sketch to Headquarters, U.S. Army Recruiting Command, Recruiting Operations Directorate, Bldg. 6580, Room 223, ATTN: SFC Michael G. Ayers, Fort Knox, Kentucky 40121. All designs are requested by January 24, 1994. Ayers can be called at 1-800-223-3735 extension 4-0813 or commercial (502) 624-0813.



LTC Terry Tipton and driver Brad Payne proudly display the Army, Be All You Can Be slogan on car 22. (Photo by Maureen Tipton)

Chance of a lifetime

LTC Terry Tipton, former commander, Milwaukee Battalion, has always been a racing enthusiast. He began racing in the early 1960s while living in North Carolina, and from then on, he was hooked.

Tipton knew that in recruiting, opportunities to race would be limited. But what he didn't know was his chance of a lifetime would become a reality.

SGM (retired) Tensley Huskisson, Tipton's former first sergeant at a recruiting company in Chicago, now is a stock car pit crew member in Owensburg, Ky. Huskisson called Tipton to ask if he would be an honorary pit crew member for the Bush Grand National over the 4th of July.

"I was really excited because I knew I'd never get the chance to do something like this again," said Tipton.

As a member of the team, Tipton's primary job was to change tires. It didn't take him long to work right in sync with everyone else, noted Tipton.

Although Tipton wanted nothing more than to be a member of the crew, he did have one small request of the car's owner, Ernie Payne: publicity. Payne asked his official sponsor for permission to put the Army's message on the car. The company president agreed and Tipton, along with crew members, went to work on the tricky task of placing "U.S. Army, Be All You Can Be" on the hood of Payne's 1993 Ford Thunderbird.

Tipton also hung a "We're Still Hiring" banner with a local recruiting station's number on it in the pit.

"If it weren't for the efforts of everyone, more than 35,000 spectators wouldn't have seen our recruiting messages, and I wouldn't have gotten my chance of a lifetime," said Tipton.

Beth Settle, Milwaukee Bn A&PA



Governor L. Douglas Wilder of Virginia recently issued a proclamation praising the merits of the Armed Services Vocational Aptitude Battery (ASVAB) test.

The ASVAB test provides high school administrators a wealth of information about the vocational and technical aptitudes of students. It is offered by the military and helps students match their interests and aptitudes to more than 200 civilian and military careers. Representatives from all military services participated in the proclamation ceremony.

Commander, 1st Brigade, COL Cardell S. Hunter recently presented a certificate of appreciation to Wilder for his support to the recruiting efforts in the state of Virginia. (Photo by Najjaa B.A. Muhammad)

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There's no time for a party like holiday time, and just about everybody will be entertaining in some form during this season. Whether it's an old-fashion family gathering, or an elegant evening of cocktails, you owe it to yourself and your guests to keep the party safe.

If grandmother is coming over for dinner you better fasten down or remove those scatter rugs so she doesn't fall. Keep the floors clear of any Christmas clutter that might cause her to trip, and add some electric light to flickering candlelight for the benefit of eyes that don't see as well as they once did.

How long has it been since there was a baby in the house? If you are expecting toddlers, make sure cleaning solutions and medicines are out of sight and reach. Also, put away those sharp objects, such as carving knives, scissors, and household tools. Help your guests keep track of their children at all times. It is important that you warn them about dangerous areas in and around your home.

Well there has to be a big meal planned and getting it ready is half the fun. But a crowd of merrymaking guest in the kitchen increases the chance for not so merry mishaps. Cuts, falls, or fires could be the result of too many cooks.

In the anticipation of raising a cup of cheer with your guests, remember that more than half of all fatal traffic accidents involve people who have been drinking. Remember, no matter how little alcohol you may consume, you cannot drive better after drinking. Alcohol slows reflexes, impairs coordination, reduces visual sharpness, and dulls normal caution awareness. As a host, quietly close the bar (without a sermon) an hour before most guests will be departing. It takes an hour for the body to eliminate the alcohol in one drink. Persuade tipsy guests to let someone drive them home, call a cab, or make up an extra place for them to sleep.

Decorations add to your holiday enjoyment, as well as your home's fire risk. Be extra careful with Christmas trees, holiday lights, and candles.

Finally, don't forget that toys are not as simple as they once were, but neither are our children. The irony of life is that some of the items we purchase to give our children pleasure may have the potential to cause pain. Use recommended age labeling as a guide and look for warnings and other safety messages on packaging. Explain to children how to use their toys properly and safely.

The decline of popular support

By January 1993 the U.S. was deeply involved in its quest to feed the starving people of Somalia. Sixty-nine percent of the national adult population felt that given the possible loss of American lives and other costs involved, sending U.S. troops to make sure food gets to the people of Somalia was worth the costs. For the most part, the majority of the population (67 percent) saw Somalia as a special case. Most Americans (65 percent) expected the involvement to last at least six months. They saw our role as humanitarian in nature and generally approved (53 percent) of the President's decision to send troops. Half of them (51 percent), also felt that the U.S. troops should stay until the groups fighting in Somalia are disarmed. But 44

percent felt that the U.S. should leave as soon as food supplies are distributed throughout the country.

By June this approval rating was beginning to wane — down to around 60 percent. By September the general population had become confused as to our involvement and purpose in Somalia, and the approval rate of the

U.S. actions was now down to 43 percent.

As we began FY 94, feelings about our involvement in Somalia had degraded significantly. With an approval rating in October down to 36 percent, the majority of those polled clearly felt that:

- 61 percent We would not lose any prestige when dealing with other countries if we withdraw before our stated objectives are fully achieved.
- 60 percent Nothing the U.S. could accomplish in Somalia is worth the death of even one more U.S. soldier.
- 66 percent If the U.S. does not remove its troops soon, Somalia could become another Vietnam.
- 77 percent Any attack on U.S. troops requires a stronger military response from the U.S.

They feel that our most important goals with regard to Somalia should include:

- 61 percent Ending starvation.
- 63 percent Capturing the Somali warlord respon-

sible for killing U.S. troops.

- 89 percent Bringing the troops home as soon as possible.
- 93 percent Ensuring that the U.S. soldiers taken prisoner are safely released.

A recruiting impact discussion . . .

In January 1993 the command was on top of the world — even with the decline in propensity, production was steady and write rates were showing little, if any, effect from the various current events that were showing the military in a less than positive light. Although the in-fighting over the homosexual ban highlighted concerns about the Army leadership's cohesiveness and our involvement on multiple fronts seemed to highlight concerns about future roles for the Army we still

were able to persevere.

A few other facts . . .

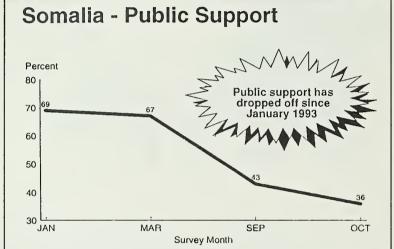
Unemployment data shows no significant changes over the past six months Other leading indicators of economic prosperity have shown no significant deviations from their seasonal fluctuations.

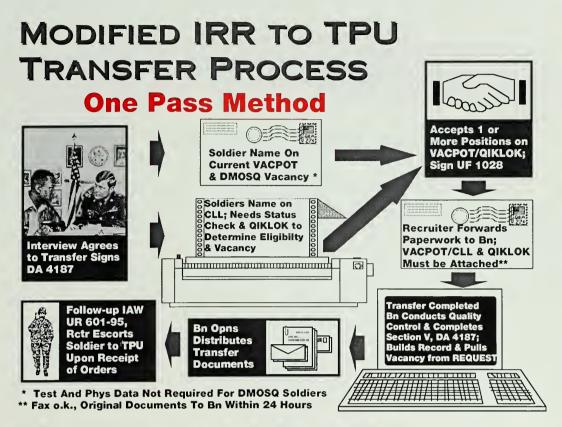
As we continue to struggle with dwindling adver-

tising resources, the sales force will have to take matters into their own hands. The first priority should be staying informed. Recruiters must be aware of public opinion on the issues that affect their ability to overcome objections and be able to discuss the facts with those who are influencing our youth from an informed and unbiased position. Therefore, the command at all levels must ensure dissemination of market analysis data to each and every recruiter.

The bottom line . . .

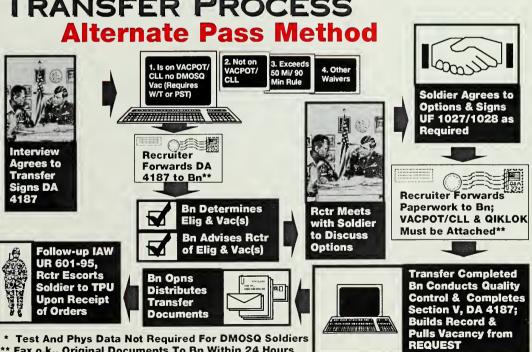
We will continue to meet with resistance, especially among influencers (parents, teachers and community leaders). The longer Somalia receives its current level of negative media attention, the greater the level of difficulty. The prime market does not seem as in-tune to Somalia events as their influencers — this should be our focus for the next six months, keeping influencers from biasing our youth.



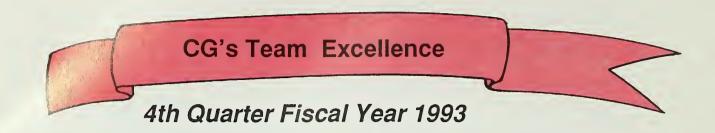


MODIFIED IRR TO TPU TRANSFER PROCESS

** Fax o.k., Original Documents To Bn Within 24 Hours



December 1993 25



ALBANY

Europe Company

BALTIMORE

Washington Company

BECKLEY

Beckley Company St. Albans Company

COLUMBIA

Charleston Company Columbia Company

JACKSONVILLE

Jacksonville Company
Daytona Beach Company

Valdosta Company Savannah Company

LOS ANGELES

Covina Company

MIAMI

San Juan Company

MONTGOMERY

Montgomery Company Dothan Company Mobile Company Birmingham Company

NEW ORLEANS

Lafayette Company Monroe Company

PHOENIX

Las Vegas Company

RALEIGH

Norfolk Company

SANTA ANA

Redlands Company

Fiscal Year 1993

ALBANY

Europe Company

BECKLEY

Beckley Company

COLUMBIA

Columbia Company

GREAT LAKES

Bay City Company

JACKSON

Hattiesburg Company

JACKSONVILLE

Valdosta Company Daytona Beach Company Savannah Company Jacksonville Company

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SACRAMENTO

Chico Company

SALT LAKE CITY

Ogden Company Butte Company

SANTA ANA

San Diego South Company Redlands Company

Rings

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SFC Eugene E. Evans SSG Manuel Ruiz SFC Walter G. Smythe SFC Thomas Mangold SFC Nelson K. Bradley

ATLANTA

SFC Linda Choice

BALTIMORE

SFC Vernon O. Cummings SFC James E. Jarvis SFC Boris Rebernik SFC Paul Cottman SFC Michael W. Jones SFC Lafayette Bradley Jr. SSG Randall J. Thigpen SSG Lauri A. Laupert SFC Robert W. Trout Jr.

BRUNSWICK

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CHICAGO

SSG Darryl G. Hammond SFC Charles McFadden SFC Emma J. Burns SFC Joseph E. Alexander SSG William A. Joiner Jr.

COLUMBIA

SSG Benjamin F. McGill

DALLAS

SFC Tavie J. Spivey SSG Darin O. Floyd

HOUSTON

SSG Filiberto Carattini

INDIANAPOLIS

SSG Roddie L. Arline

JACKSON

SSG Garrett L. Fuller

KANSAS CITY

SSG Armando Gutierrez

LOS ANGELES

SFC Gregory T. Sharpe SFC Michael Sampson

MIAMI

SSG Rafael Dejesus SSG Rickey Claiborne SSG Juan Rivera SGT Manuel Rivera SFC Israel Velez

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SFC Ronald C. Dahms SFC John K. Lytle SFC Kenneth L. Buettner

MONTGOMERY

SFC Edward Danielly

NASHVILLE

SFC Dgandhi Whiting

NEW ORLEANS

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NEW YORK CITY

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OKLAHOMA CITY

SSG George A. Reyes SFC Arlyn G. Eck Jr.

PHOENIX

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PORTLAND

MSG David M. Kair SSG John S. Owen

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SFC Gary W. Whaley

SACRAMENTO

SSG Robert M. Jones SSG Christopher S. Shroeder SFC Craig D. Kincaid

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SFC Darell L. Vanderlinden SFC Craig D. Baxter SGT John R. Paxton SSG Michael A. Williams SSG Benjamin Gillespie

SANTA ANA

SFC Ildefonso P. Rodriguez SFC Joseph Perry SFC Alex Farfan SFC Gregory Powell SFC Leo Barrington

SEATTLE

SSG Kenneth J. Tyson

SYRACUSE

SFC Scott D. Bloom SSG Jeffrey Simpler SFC Sherry L. Wilkinson SSG William D. Miller SGT Kevin J. Bollinger

TAMPA

SFC Milton Roman SFC Samuel T. Arnold



Gold Badges

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SSG Dominic Menefield

BECKLEY

SSG Harlas C. Campbell

BRUNSWICK

SSG Bret Dodd

SSG Billy R. Crabtree

SSG Robert Grooms

SSG Daniel J. White

CHICAGO

SSG Susan M. Suttles SFC Vera B. Akomah SSG Todd D. Fringer

CLEVELAND

SFC William J. Mack SSG Warner L. Threats SGT James L. Adcock

DALLAS

SSG Rick Mitchell SFC Randy Wagley SGT Murray Miles SSG Joseph Wilson

DENVER

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SSG Curtis J. Bach SGT Cletus C. Althoff SSG Richard C. Simmonds SFC Robert A. Boyer

GREAT LAKES

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HARRISBURG

SFC James E. Bolden SSG Jeffrey W. MacDonald

HOUSTON

SSG Christopher Beavers

INDIANAPOLIS

SFC Kevin L.Hamilton SSG Matthew A. McDowell SSG Terry F. Winn

JACKSONVILLE

SSG Terry L. Walker SFC Robert L. Jackson

KANSAS CITY

SSG Rodney G. Fronk SGT Allen C. Goad

LOS ANGELES

SSG Marc D. Delong SFC Michael Sampson SSG Gary L. Smith SFC Charles E. Williamson



SSG Kenton Falerios SSG Joey D. Rean SSG Charles T. Valdez SSG Kevin C. Tatem

MIAMI

SSG Rafael Ramos SSG Luis Morales

MONTGOMERY

SSG Edward S. Jones

NASHVILLE

SSG Kenneth P. Holzhausen SSG Joseph E. Courtney SSG Calvin Brown SSG Fabian Hudson Jr. SSG James A. Moore

OKLAHOMA CITY

SSG Willie George Jr. SSG Larry D. Bishop SGT Rodney L. Redding

PHOENIX

SSG Edward Benedictus SGT Robert G. Huey

PITTSBURGH

SGT Andy B. Pharris SFC John P. Brown

PORTLAND

SGT John D. Hickey SSG Raymond P. Collins SGT Gregory A. Gerig

SACRAMENTO

SSG Gerald E. Renenger SSG Mark J. Maderos SSG Peter A. Moody SSG Frank A. Bue SSG Timothy A. Santos SSG David M. Stratton SSG Joe W. Wilkinson SSG Ricardo Ybarra SSG Donnie W. McManaway SSG Lonnel Jones

SALT LAKE CITY

SSG Christopher Connelly

SAN ANTONIO

SSG Mydonia Threatt

SEATTLE

SGT Eugenio Williams SSG Brian L. Hall SGT Jack Brumbaugh SSG Kurt Schreiber

SYRACUSE

SSG Larry J. Kester

TAMPA

SSG Allen A. Goff SSG Tirso E. Monteverde

RSC Schedule

RSM December 1993

Cinema Vans

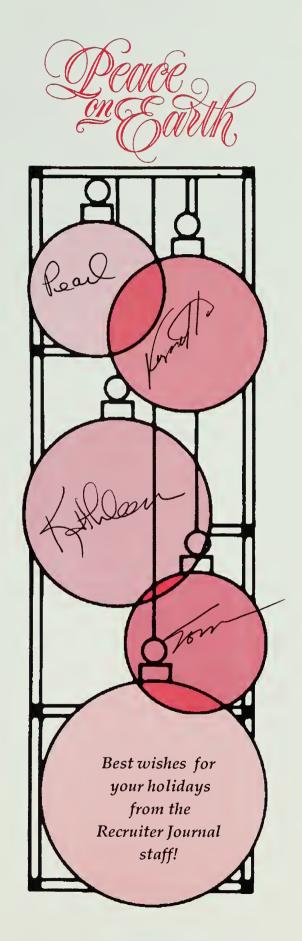
ALBANY, 30 Nov - 17 Dec BALTIMORE, 30 Nov - 17 Dec HOUSTON, 30 Nov - 17 Dec INDIANAPOLIS, 30 Nov - 17 Dec JACKSON, 30 Nov - 17 Dec MIAMI, 30 Nov - 17 Dec SANTA ANA, 29 Nov - 17 Dec SEATTLE, 30 Nov - 17 Dec

Cinema Pods

CHICAGO, 30 Nov - 17 Dec COLUMBIA, 30 Nov - 17 Dec COLUMBUS, 30 Nov - 17 Dec KANSAS CITY, 30 Nov - 17 Dec PHILADELPHIA, 30 Nov - 17 Dec SACRAMENTO, 30 Nov - 17 Dec SANTA ANA, 1 - 17 Dec SYRACUSE, 30 Nov - 17 Dec

Answers to The Test

- 1. C. USAREC Reg 350-6, para 4-2b.
- 2. C. AR 601-210, Table 2-1, Rule G (4)
- 3. C. AR 601-210, para 4-7
- 4. C. USAREC Reg 350-6, App G, G-2
- 5. A. USAREC Reg 350-6 App B, B-1c(3)
- 6. B. USAREC Reg 350-6, Table 3-1
- 7. B. USAREC Reg 601-95, para 2-4c (1)
- 8. D. USAREC Reg 601-95, Ch 3, para 3-1b
- 9. B. USAREC Reg 601-95, para 2-4c(1)
- 10. A. USAREC Reg 601-95, 1-4 i(6)
- 11. A. USAREC Reg 601-95, para 2-4 c(2)
- 12. C. USAREC Reg 601-56, para 3-1c and 3-2 a
- 13. A. USAREC Reg 601-95, para 2-4c(4)
- 14. C. USAREC Reg 350-6, E-2 a.(5) v
- 15. B. USAREC Cir 601-90, para 6-g



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"More people should consider the Army Reserve, not just for anesthesia, but for nursing in general."

2nd Lt. Colleen Kloehn, 44th General Hospital, Madison, WI.

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